

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013



Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION

The Citadel's mission is to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Dr. Tara Hornor	(843) 953-5336	tara.hornor@citadel.edu
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR
(SIGN/DATE):

Constance Rosa for

(TYPE/PRINT NAME):

John W. Rosa, Lieutenant General, USAF (Retired), President

BOARD/CMSN CHAIR
(SIGN/DATE):

John B. Sams Jr.

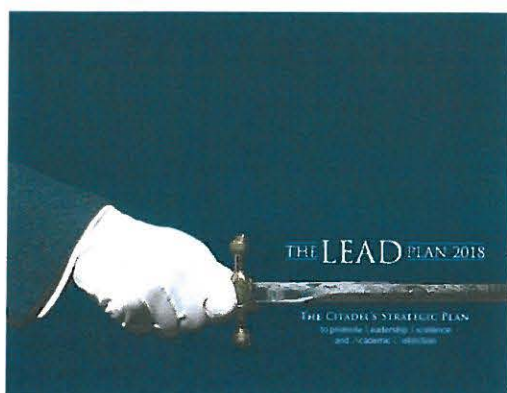
(TYPE/PRINT NAME):

John B. Sams Jr., Lieutenant General, USAF (Retired), Board of Visitors Chairman

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

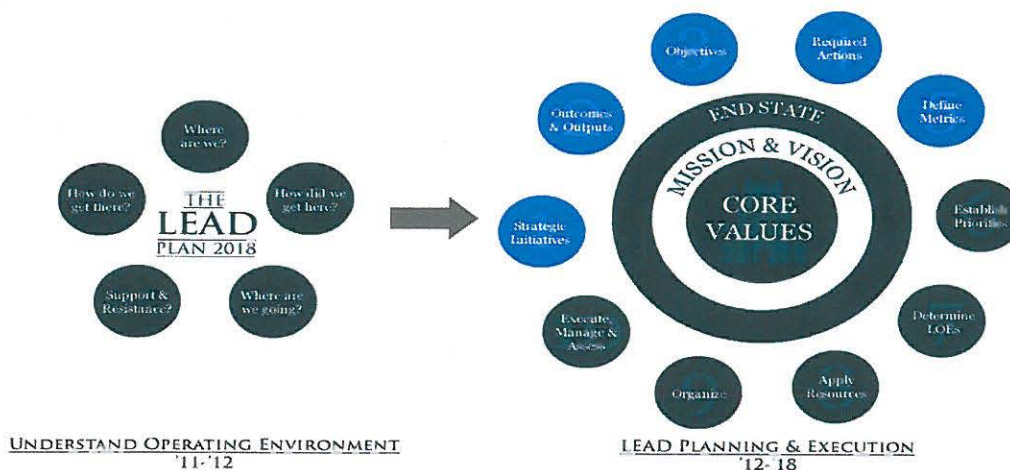
AGENCY'S DISCUSSION AND ANALYSIS

The Citadel engages in an ongoing, integrated, and institution-wide research-based planning and evaluation process that systematically reviews the mission, goals, and outcomes, integrating data-based reporting of results to ensure continuous improvement and demonstrate the institution is achieving its mission to educate and develop principled leaders. The institution's *LEAD 2018: The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018) [1] and *Blueprint Strategic Plan for Educating Principled Leaders* (2009-2012) provide evidence of the institution's sustained commitment to strengthening the institution through strategic planning.



Ongoing, Integrated, and Institution-wide Research-based Planning and Evaluation Process

The Citadel launched a new strategic planning process in 2011, which culminated in *LEAD 2018: The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018), which is currently in its fourth year of implementation. Depicted in the diagram below, The Citadel utilized an ongoing cyclical strategic planning process that created intentional linkages and integration between environmental scanning, goal setting, constructing implementation action plans, budgeting, assessment, and continuous improvement efforts.



As indicated in the diagram above, The Citadel first conducted an environmental scan which incorporated research on six broad categories: higher education trends and legislation, demographics, student enrollment, technological factors, socio-cultural factors, and resources and financial influences. To further inform the

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

process, The Citadel conducted an institution-wide SWOT Analysis Survey to solicit data from across the workforce on perceived strengths, weaknesses, opportunities and threats. The Citadel then launched an institution-wide proposal process to construct the plan. The Strategic Planning Committee narrowed these proposals down to 8 strategic initiatives and 30 new objectives with embedded action items that best represent the stature and prominence desired for The Citadel of the future. The Citadel's Board of Visitors approved the institutional Strategic Planning Committee recommendations, which culminated in *LEAD 2018: The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018) and resulted in integration of institution-wide strategic planning efforts around the following eight broad strategic initiatives:

1. Develop principled leaders in a globalized environment.
2. Enhance the learning environment.
3. Strengthen the college through institutional advancement.
4. Develop the student population.
5. Enhance the facilities and technological support for the campus.
6. Improve institutional effectiveness.
7. Ensure the college has the leadership and talent to accomplish these strategic initiatives.
8. Provide outreach to the region and serve as a resource in its economic development.

To enhance integration to successfully implement LEAD 2018, the Board of Visitors adopted integrating lines of effort depicted in the diagram below. These lines of effort integrate strategic planning into the daily ethos of campus life by recognizing that cross-functional efforts within Board of Visitor committees and vice presidential areas are needed in six key areas to fully implement the institution's planning efforts.



*Strengthen The Citadel into a nationally recognized college for
the education and development of principled leaders.*

To ensure that the planning process is ongoing and meaningful to the campus community, The Citadel commits at least \$1 million dollars annually to fund the implementation of strategic initiatives stated in the plan. The items presented in the Performance Measurement Template align with how the institution has allocated the funding for 2014-2015.

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

Systematic Review of Institutional Goals and Outcomes

In addition to the systematic review and prioritization of institutional goals resulting in *LEAD 2018: The Citadel's Strategic Plan to promote Leadership Excellence and Academic Distinction* (2012-2018), The Citadel's plan incorporates key performance outcomes for each objective that specify the desired outcomes. The Strategy, Vision, and Governance Committee of the Board of Visitors and Citadel administration meets quarterly to review the implementation of goals and resulting progress on the key performance indicators. The chairman of the BOV Strategic Vision and Governance Committee also provides a summary briefing on strategic planning goals and outcomes to the full BOV quarterly. In addition, The Citadel publishes an annual report that provides information to the campus community on planning goals and resulting outcomes. The plan is operationalized each year through the collaborative construction of an Annual Performance Plan (APP) developed by each vice presidential area.

Planning Resulted in Continuing Improvement in Institutional Quality during 2014-2015

Implementation of the third-year of the LEAD 2018 plan during the 2014-2015 academic year has already resulted in many noteworthy improvements in institutional quality. Moreover, it is important to note that The Citadel has made progress and achievements in each of the eight strategic initiatives highlighted in the institution's strategic plan as documented by the examples below.

Strategic Initiative One: Develop principled leaders in a globalized environment.

- Published *The Citadel Training Manual* and continued the implementation and refinement of a new four-year leader development model to include a freshmen ethics course (CIT 111), junior ethical fitness seminar (LDRS 311), senior leadership integration seminar (LDRS 411), and new Leadership Training Program leadership training sessions. (Strategic Planning Objective 1.1)
- The Citadel's E-Leadership Portfolio required of all cadets was awarded the 2014 Council for Higher Education Accreditation Outstanding Institutional Practice in Student Learning Outcomes Award. Over 134 Citadel faculty and staff members have assessed more than 19,000 student learning artifacts. (Strategic Planning Objective 1.3)
- Expanded civic engagement and recognition of The Citadel's service learning program and was awarded Carnegie Classification for Civic Engagement and recognized on President Obama's 2014 Higher Education Community Service Honor Roll. (Strategic Planning Objective 1.4)
- Expanded career education in the leadership training program and implemented the Sigi career assessment program for all freshmen. (Strategic Planning Objective 1.5)

Strategic Initiative Two: Enhance the learning environment.

- Expanded student retention programs to include the addition of supplemental instruction in more courses and the launch of an academic coaching program. (Strategic Planning Objective 2.1)
- Following full reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) with no recommendations for improvement, The Citadel

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

implemented a Quality Enhancement Plan, *Ethics in Action*, focused on improving students' ethical reasoning skills throughout the Leader Development Program and Leadership Training Program. (Strategic Planning Objective 2.2)

- Designed and implemented a new Master of Arts in International Politics and Military Affairs Master's Degree. (Strategic Planning Objective 2.2)
- Designed and submitted four new degree programs to the South Carolina Commission on Higher Education for approval, including a Master of Arts in Intelligence and Security Studies, Master of Science in Civil Engineering, Master of Science in Electrical Engineering, and a Master of Science in Mechanical Engineering. (Strategic Planning Objective 2.2)

Strategic Initiative Three: Strengthen the college through institutional advancement.

- Expanded grant-writing expertise throughout the campus community through implementation of a grant writing software system, grant writing training, and expansion of the grants office with a grant writer and two post-administration positions. (Strategic Planning Objective 3.3)
- Expanded marketing efforts which resulted in increasing website traffic by over 5%. (Strategic Planning Objective 3.4)
- Implemented new athletic marketing and ticket sales initiatives to enhance athletic programs. (Strategic Planning Objective 3.2)

Strategic Initiative Four: Develop the student population.

- Implemented new outreach initiatives and an evening call center to enhance communications with prospective students, resulting in enrollment growth of 3.1% and 9.1% credit hour production growth in The Citadel Graduate College. (Strategic Planning Objective 4.2)
- Expanded the enrollment of the Veterans Program from 14 students (2009-10) to 120 students (2014-15). (Strategic Planning Objective 4.3)
- Awarded and administered a \$1.2 million dollar NSF Noyce Teacher Scholarship Grant, comprised of 30 scholarships to expand STEM enrollment. (Strategic Planning Objective 4.4)

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

Strategic Initiative Five: Enhance the Facilities and Technological Support for the campus.

- Designed and built a Cadet Accountability System to integrate and automate data within The Citadel's academic, military, physical effectiveness, and moral/ethical pillars. (Strategic Planning Objective 5.5)
- Created an innovative Asset Management Plan to enhance facility planning and administration of deferred maintenance activities. (Strategic Planning Objective 5.1)
- Renovated academic auditoriums to enhance the learning environment. (Strategic Planning Objective 5.1)
- Expanded the number of online course offerings from 11 courses (2009/2010) to 109 courses. (2014/2015). (Strategic Planning Objective 5.7)

Strategic Initiative Six: Improve institutional effectiveness

- Expanded the role of the Faculty Assessment and Analysis Team to include the leadership development program and implemented new Assistant Dean for Assessment positions in each academic school to enhance the institution's culture of assessment. (Strategic Planning Objective 6.2)
- Implemented near paperless offices in three functional offices (Citadel Graduate College, Human Resources, and Financial Aid) through the installation of Banner Document Management System. (Strategic Planning Objective 6.3)

Strategic Initiative Seven: Ensure the college has the leadership and talent to accomplish these strategic initiatives.

- Established a Diversity Council and expanded the campus National Coalition Building Institute (NCBI) Team to enhance diversity initiatives on campus. (Strategic Planning Objective 7.1)
- Implemented an Employee Assistance Program to provide an extensive array of support services to the institution's personnel. (Strategic Planning Objective 7.1)
- Conducted a salary study to benchmark compensation against other higher education peer institutions. (Strategic Planning Objective 7.1)

Strategic Initiative Eight: Provide outreach to the region and serve as a resource in its economic development.

- The Citadel's MBA Consulting Teams completed five community based projects — The MBA class, "Strategic Consulting Experience", provided consulting teams to assist in entrepreneurial and technology transfer efforts. (Strategic Planning Objective 8.1)

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

- Hosted academic-centered events open to the public: Southeast Regional Security & Intelligence Conference, Citadel Directors' Institute, and various lectures of interest. (Strategic Planning Objective 8.2)

Demonstrates the Institution is Effectively Accomplishing its Mission

The Citadel's strategic planning efforts demonstrate the institution is effectively accomplishing its mission. The Citadel's mission is to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment. As highlighted below, the first two strategic initiatives in LEAD 2018 (2012-2018) are directly aligned with the institution's mission. The remaining six strategic initiatives function as enabling support elements.

1. Develop principled leaders in a globalized environment.
2. Enhance the learning environment.
3. Strengthen the college through institutional advancement.
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6. Improve institutional effectiveness.
7. Ensure the college has the leadership and talent to accomplish these strategic initiatives.
8. Provide outreach to the region and serve as a resource in its economic development.

As a result of strategic planning efforts in LEAD 2018 (2012-2018), The Citadel has achieved noteworthy mission-related accomplishments including:

National Recognition of Learning Environments: The Citadel has consistently received a strong rating from U.S. News and World Report, and these ratings indicate the success of the College relative to meeting its mission and the quality of its programs. The annual rankings consider colleges and universities by category, by region, and by the programs offered, and consider such data as freshman retention, graduation rate, student-faculty ratio, and scores on standardized exams. (The Citadel falls in the category of universities offering a full range of undergraduate and master's programs.) For the fifth year in a row, The Citadel has earned the rank of #1 College in the South for master's comprehensive universities.

U.S. News Best Colleges	2012	2013	2014	2015	2016
Top Public Regional Universities (South)	1	1	1	1	1
Regional Universities (South): Top Schools	5	5	4	4	3
Regional Universities (South): Best Value	NR	8	1	15	5
Engineering Programs (non-doctoral)	21	17	22	23	22
For Veterans	NR	NR	NR	NR	3

Service to Nation and Community: The Citadel emphasizes service as a major component of its mission to prepare its graduates to become principled leaders, and an important way Citadel

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

graduates choose to serve is through the armed forces. In the past five years the percentage of the graduating classes accepting military commissions has ranged from a low of 29% to a high of 38%.

Students also devoted over 15,305 hours to service learning initiatives in the 2014-2015 academic year, an economic impact of over \$333,497.

Alumni surveys also indicate that Citadel alumni serve their communities as principled leaders in other areas. Of the 3,520 alumni who responded to last year's Alumni Survey,

- Over 85% indicated that their college experience influenced their participation in professional or service organizations.
- Over 83.2% indicated that their college experience influenced their participation in volunteer, public, or community service.
- 59.2% indicated that they were involved in professional or service organizations at least monthly and volunteer, public, or community service at least monthly.
- Nearly 86.5% indicated that their college experience influenced their participation in career-related advanced education or training.

High Graduation Rates. The Citadel has continuously possessed one of the highest four-year graduation rates in the State of South Carolina. In 2015, The Citadel's four-year graduation rate was 59%, which is 19% higher than the rate predicted by UCLA's Higher Education Research Center, demonstrating significant value added. Retention enhancement programs are a prominent component the LEAD 2018 strategic plan.

Character Development. The Citadel Experience Senior Survey also asked the respondents to identify those elements in the cadet lifestyle that were important in the development of the graduate's character and personal discipline. Over 91% percent of the respondents strongly agreed or agreed with the importance of the rigorous life of the fourth class cadet, 95% agreed that the demanding schedule of cadet life, and 90% agreed that wearing of the cadet uniform were key elements in the development of their character and discipline. Other important elements are the comradeship of barracks life (over 95% strongly agreed or agreed), responsibilities of holding cadet rank (over 76% strongly agreed or agreed), physical fitness requirement (over 86% strongly agreed or agreed), and cadet honor code (over 95% strongly agreed or agreed). This level of influence on the lives of its graduates is strong evidence that The Citadel is accomplishing its mission.

Educational Opportunity. Through The Citadel Graduate College (CGC), the institution provides nontraditional students of the Charleston area (Lowcountry) opportunities for education through evening undergraduate and graduate degree programs. Since typically 90% to 95% of these students are over the age of 25 and are employed full-time, these programs are clearly meeting the needs of nontraditional students. In the CGC student satisfaction survey, over 86.2% of the respondents who earned graduate degrees indicated that there was a direct relationship between their jobs and their graduate major. For undergraduates, over 87.3% indicated that direct relationship. This clearly indicates that The Citadel is providing educational opportunities for the region with strong economic development linkages.

The Citadel's Four-Year Leader Development Model: The Citadel's strategic planning efforts have resulted in the creation, implementation, and funding of a four-year leader development model where students first

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

prepare, then serve, then lead, then command. Central to this model is the integration of academic leadership educational experiences (LEAD Objective 1.1), including a freshmen experience course, a freshmen ethics seminar, a sophomore seminar on leadership and the institution's core values as well as a 10-hour service learning requirement, a junior ethics enrichment experience, and senior leadership seminar. The development and implementation of this model, prioritized and funded by the strategic planning process, is central to The Citadel's mission to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.

Supporting Documentation:

[1] *LEAD Plan 2018: The Citadel's Strategic Plan for Leadership Excellence and Academic Distinction* (2012-18)

Agency Name: The Citadel

Agency Code: H09 Section: 013

Fiscal Year 2014-15
Accountability Report

Program Template

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.A Instruction	Activities through which a student may earn credit toward a postsecondary degree or certificate granted by The Citadel. Also includes expenditures for preparatory/remedial instruction even though these courses may not carry degree credit. Expenditures for curriculum development, departmental research and public service that are not separately budgeted are included.	\$ 9,054,249	\$ 12,494,148	\$ 463,049	\$ 22,011,446	\$ 9,470,339	\$ 12,276,447		\$ 21,746,786	Strategic Initiatives: 1, 2, 4, 6, 7 and 8; Objectives: 1.1, 1.4, 2.1, 2.2, 4.1, 6.1, and 6.2
I.B Research	Activities specifically organized to produce research outcomes, whether commissioned by an agency external to The Citadel or separately budgeted by an organizational unit within The Citadel. Subject to these conditions, it includes expenditures for individual and/or project research as well as those of institutes and research centers. This category does not include all sponsored programs (training grants as an example) nor is it necessarily limited to sponsored research, since internally supported research programs, if separately budgeted, should be included in this category under the circumstances described in program "Instruction".		\$ 324,265	\$ 459	\$ 324,724		\$ 259,742	\$ 104,146	\$ 363,888	Strategic Initiative 2; Objective 2.2
I.C Public Service	Expenditures for all non-credit instruction (except preparatory/remedial instruction) and for activities that are established primarily to provide services beneficial to individuals and groups external to the institution. These activities include community service programs (including non-credit instructional activities) and cooperative extension services. Included in this category are conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar services to particular sectors of the community.	\$ 104,315		\$ 179,543	\$ 283,858	\$ 129,679		\$ 10,115	\$ 139,794	Strategic Initiatives: 1, 2 and 8; Objectives: 1.4, 2.2, 8.1, and 8.2

Agency Name: The Citadel

Agency Code: H09 Section: 013

Fiscal Year 2014-15
Accountability Report

Program Template

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.D Academic Support	Provides support services for The Citadel's primary missions (instruction, research, and public service) including: (1) the retention, preservation, and display of educational materials (e.g., libraries & museums); (2) the provision of services that directly assist the academic functions of The Citadel; (3) media such as audiovisual services and technology such as computing support; (4) academic administration (including academic deans but not department chairmen) and personnel development providing administrative support and management direction to the three primary missions; and (5) separately budgeted support for course and curriculum development.		\$ 7,209,182	\$ 14,057	\$ 7,223,239		\$ 7,466,125	\$ 492,936	\$ 7,959,061	Strategic Initiatives: 1, 2, 5, 6, and 8; Objectives: 1.3, 2.1, 2.2, 5.5, 5.6, 5.7, and 5.8
I.E Student Services	Activities whose primary purpose is to contribute to the student's emotional and physical well-being and to his or her intellectual, cultural, and social development outside the context of the formal instruction program. It includes expenditures for student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics, counseling and career guidance (excluding informal academic counseling by the faculty), student aid administration, and student health services.		\$ 6,406,416	\$ 154,001	\$ 6,560,417		\$ 7,620,992	\$ 120,436	\$ 7,741,428	Strategic Initiatives: 1, 2 and 4; Objectives: 1.2, 1.5, 2.1, 2.2, and 4.2

Agency Name: The Citadel

Agency Code: H09 Section: 013

Fiscal Year 2014-15
Accountability Report

Program Template

Program/Title	Purpose	General	FY 2013-14 Expenditures			General	FY 2014-15 Expenditures			Associated Objective(s)
			Other	Federal	TOTAL		Other	Federal	TOTAL	
I.F Institutional Support	Aggregate expenses that impact The Citadel at large. This category includes: (1) central executive activities concerned with management and long-range planning of The Citadel; (2) fiscal operations; (3) administrative data processing; (4) space management; (5) employee personnel and records; (6) logistical activities that provide procurement, storerooms, safety, security, printing, and transportation services to The Citadel; (7) support services to faculty and staff that are not operated as auxiliary enterprises; and, (8) activities concerned with community and alumni relations, including development and fund raising.	\$	9,355,818		\$ 9,355,818	\$	9,058,471	\$ -	\$ 9,058,471	Strategic Initiative: 3; Objectives: 3.1, 3.2, 3.3, and 3.4
I.G Operation & Maintenance of Plant	Expenditures of current operating funds for the operation and maintenance of physical plant, in all cases net of amounts charged to auxiliary enterprises, and independent operations. It does not include expenditures made from the institutional plant fund accounts. It includes all expenditures for operations established to provide services and maintenance related to grounds and facilities. Also included are utilities, fire protection, and depreciation.	\$	15,113,279	\$ 159,616	\$ 15,272,895	\$	17,683,716		\$ 17,683,716	Strategic Initiative: 5; Objectives: 5.1, 5.2, 5.3, and 5.4
I.H Scholarships and Fellowships	All forms of financial assistance to students including scholarships, fellowships, and loans.	\$	956,032	\$ 2,965,556	\$ 3,921,588	\$	137,320	\$ 3,136,477	\$ 3,273,797	Strategic Initiative: 4; Objectives: 4.1 and 4.4
II. Auxiliary Enterprises	Furnishes goods and services to students, faculty, or staff for a fee. The activities are financially self-supporting programs. Includes all expenditures and transfers relating to the operation of auxiliary enterprises, including expenditures for operation and maintenance of plant and for institutional support.	\$	23,371,987		\$ 23,371,987	\$	26,864,265		\$ 26,864,265	Strategic Initiative: 3; Objective: 3.2
III. Employee Benefits	The collective benefits paid by The Citadel to its employees.	\$	13,454,856	\$ 35,651	\$ 13,490,507	\$	14,221,943	\$ 25,384	\$ 14,247,327	Strategic Initiative: 7; Objectives: 7.1, 7.2, 7.3
TOTALS		\$	9,054,249	\$ 88,790,298	\$ 3,971,931	\$ 101,816,478	\$ 9,470,339	\$ 95,718,700	\$ 3,889,494	\$ 109,078,533

Agency Name: Agency Code: Section:

Fiscal Year 2014-15
Accountability Report

Strategic Planning Template

Type	Goal	Item #	Object	Description
G	1			Develop principled leaders in a globalized environment
S	1.1			Enhance and integrate Leader Development Model
O		1.1.1		Refine and implement a complete four-year Leader Development Model
O		1.1.2		Expand and refine the leadership education program
S	1.2			Design/develop Krause Center for Leadership/Ethics of future
O		1.2.1		Refine the infrastructure and establish permanent staffing and budget lines within The Krause Center for Leadership and Ethics
S	1.3			Implement a comprehensive leadership assessment model
O		1.3.1		Expand the Leader Development Model to include expected learning outcomes for each pillar and refine programming and activities to accomplish the desired outcomes
O		1.3.2		Fully implement a required E-Leadership Portfolio for all cadets
S	1.4			Promote participation in service learning and civic engagement
O		1.4.1		Provide a required structured servicelearning opportunity for all freshmen
O		1.4.2		Implement a required service-learning program during which all sophomores perform at least 10 service learning hours during the course LDRS 211
O		1.4.3		Create service-learning days and summer experiences. Compete for Carnegie Classification in community engagement
S	1.5			Integrate career planning into campus culture
O		1.5.1		Increase staffing to fully implement an E-Leadership Portfolio for all cadet classes, to include a career development coordinator and contract staffing
O		1.5.2		Expand the career services infrastructure to include an internship coordinator who will implement a comprehensive summer internship program and enhance support for fall and spring term internships
O		1.5.3		Create student internship stipends to foster greater participation in internship opportunities
G	2			Enhance the learning environment
S	2.1			Enhance student retention
O		2.1.1		Create an early warning system to provide supplemental instruction to students enrolled in The Citadel's most rigorous courses
O		2.1.2		Expand the Academic Support Center Corps Squad program, learning enhancement and academic development programs, and mandatory study programs to increase retention
O		2.1.3		Purchase and implement the Student Retention Program (SRP) within Banner (the college's enterprise information system) to enhance tracking of at-risk students
O		2.1.4		Expand student participation in the summer, pre-freshman Citadel Success Institute (CSI) and hire a full-time CSI coordinator and student affairs interns to expand instruction and programming and coordinate student activity
S	2.2			Create academic programs of excellence and distinction
O		2.2.1		The Citadel's Quality Enhancement Plan: Implement a comprehensive plan to enhance students' ethical reasoning skills
O		2.2.2		School of Business Admin: Develop career paths within MBA prgm, financial svcs & supply chain mgmt. Create professional sales institute lab. Establish cntrs for student success & faculty support; expand fac/student intl experiences
O		2.2.3		School of Education: Expand master's-level partnerships and create Citadel Summer Institute to provide transformative education for literacy teachers, administrators, and educational counselors. Invest in faculty leaders
O		2.2.4		School of Engineering: Establish depts of leadership, program mgmt, mech engineering, and construction mgmt. Create corporate development council to support growth of engineering degree prgms. Develop Engineering Citadel Success Institute
O		2.2.5		School of Humanities and Social Sciences: Develop center of excellence for criminal justice, homeland security, and intelligence analysis. Compete for DNI Center of Intelligence Education designation
O		2.2.6		School of Science and Mathematics: Expand the school's summer research program and support for faculty and student research collaborations
O		2.2.7		Establish the Daniel Library's Digital Center for Teaching, Learning, and Scholarship
O		2.2.8		Collaborative partnerships among academic schools: Enhance The Citadel's STEM Center of Excellence as collaborative entity among the Schools of Education, Engineering, and Science & Mathematics
G	3			Strengthen the college through institutional advancement
S	3.1			Expand fundraising expertise and collaboration
O		3.1.1		Sponsor faculty and development officers to attend Council for Advancement and Support of Education (CASE) workshops and professional development opportunities
O		3.1.2		Host CASE consultants to enhance best practice implementation on campus
S	3.2			Increase financial independence of athletic program
O		3.2.1		Create an Athletics Excellence Fund and offer naming opportunities
O		3.2.2		Create additional fundraising activities
S	3.3			Expand grant-writing expertise
O		3.3.1		Create a grants office with a director, grants writer and postadministration positions
O		3.3.2		Sponsor faculty and staff to attend external grant-writing conferences and workshops
S	3.4			Expand regional/national promotion of Citadel brand
O		3.4.1		Expand the college's marketing strategy to include a more competitive brand positioning that spotlights The Citadel generally and in support of key programs
O		3.4.2		Develop measurable outreach tactics that target student prospects for high-priority programs
G	4			Develop the student population
S	4.1			Expand enrollment in the Graduate College
O		4.1.1		Develop and deliver new curriculum offerings for aspiring professionals in the following areas: Intelligence analysis, International politics and military affairs, Interdisciplinary STEM education, & Mechanical engineering
O		4.1.2		Enhance the recruitment function and other Banner-related functionality
O		4.1.3		Develop a graduate assistantship program
S	4.2			Enhance non-cadet student experience
O		4.2.1		Create a student center for the non-cadet population which includes meeting and lounge space, robust student services, and food service
S	4.3			Expand veteran population
O		4.3.1		Expand veteran student services
S	4.4			Expand veteran population
O		4.4.1		Recruit quality cadet-athletes—who will add to the institution's culture of diversity within the Corps of Cadets—by funding full athletic scholarships in all sports
O		4.4.2		Expand need-based funding
G	5			Enhance facilities and technological support
S	5.1			Transform student academic learning spaces
O		5.1.1		Renovate campus auditoriums
O		5.1.2		Upgrade and renovate organic chemistry labs
O		5.1.3		Procure physics laboratory equipment and technology upgrades
S	5.2			Expand infrastructure with new educational facilities
O		5.2.1		Develop architectural, design and construction documents for Capers Hall
O		5.2.2		Create a financial plan for constructing Capers Hall
O		5.2.3		Commence initial planning for new business administration and engineering academic buildings

[illegible]

The Citadel

Fiscal Year 2014-15

H09

Section:

013

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Four-year Graduation Rates	62.30%	59%	59%	July 2015-June 2016	CHEMIS Data; Office of Institutional Research	Annually	Cohort Calculation - enrollment compared with graduation	2.1, 2.2
2	Six-year Graduation Rates	68.90%	68.90%	69%	July 2015-June 2016	CHEMIS Data; Office of Institutional Research	Annually	Cohort Calculation - enrollment compared with graduation	2.1, 2.2
3	Freshman Retention Rates	85.00%	86%	86%	July 2015-June 2016	CHEMIS Data; Office of Institutional Research	Annually	Cohort Calculation - enrollment compared with graduation	2.1, 2.2
4	E-Leadership Portfolio Completion Rates	81.00%	84%	85%	July 2015-June 2016	Taskstream Accountability Management System	Semester	Taskstream Accountability Management System generated report	1.3, 1.5, 6.1
5	US News Overall Ranking	1	1	1	July 2015-June 2016	US News College Compass	Annually	US News College Compass generated report	2.1, 2.2, 3.1
6	Enrollment in Citadel Graduate College	954	1052	1100	July 2015-June 2016	CHEMIS Data; Office of Institutional Research	Annually	Enrollment Report generated from Banner Student Information System	4.1, 4.3